Executive Overview
MWR Managers' Desk Reference and Course

...a look at some of the key parts of the desk reference

What's Covered Here…

- Introduction
- CD ROM and Notes
- Moments of Truth
- Programming
- Detailed Activity Plans
- Customer Service
- Improving Job Performance
- Budgeting
- Reading AIMS Reports
- Fee & Price Structures
- New Employee Indoc
- Individual Development Plans
- NAF Performance Rating Form
- Reward & Motivate Staff
- Staff Discipline
- New Manager Turn-Over
- Inspecting FF&E
- Correspondence
- Advertise & Promote
- Controlling F&B Costs
- Glossary
- Summary

Introduction
Page 1 of 2

MWR Managers' Desk Reference

- Assists managers and supervisors in all aspects of MWR operations
  - Adaptable to all Fleet and Family Readiness Programs
- Design
  - 4 volumes
  - 12 Duties covering 92 Tasks
    - Common to most F&FRP managers
  - Step-by-step procedures
  - Samples of all forms and checklists
  - Table of Contents, Introduction, and Glossary

Introduction
Page 2 of 2

- Goals of this presentation:
  - Introduce key elements of the desk reference
  - Equip you with management tools to better assist your staff
  - Present procedures that have immediate utility, value, and use on the job

CD ROM

- CD ROM contains:
  - Executive Overview PowerPoint presentation
  - MWR Managers' desk reference (4 volumes)
  - Essential Management Competencies (EMC) desk reference (used in the LSFM course)
  - Fleet Recreation Management desk reference
  - BUPERSINST 1710.11C

Moments of Truth

Task 1.6, Analyze Customer Experiences

- Identify Moments of Truth which impact your customers' experience
- Solicit feedback on the customer contact opportunities
- Measure customer satisfaction (grade A to F) and importance (numerically 1 to 7)

Programming

Task 3.1, Prepare and Maintain Activity Calendars

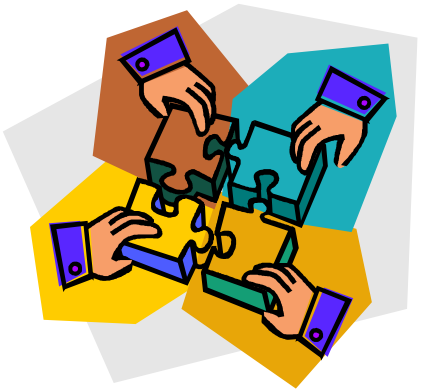
- Provides programming definitions consistent with MWR Program Standards & Metrics
- Checklist (Step 10) which aids in quality and effective programming
- Presents ideas for developing activities and events that stimulate interest, excitement and meet customer needs

Detailed Activity Plans

Task 3.2, Prepare and Maintain Detailed Activity Plans

- A program planning and implementation tool
- Helps ensure successful activities and events
- Presents the “big picture” as well as the important details
- Activity Time Line (see Step 13) to help stay on track
- Several completed sample forms at the end of the Task

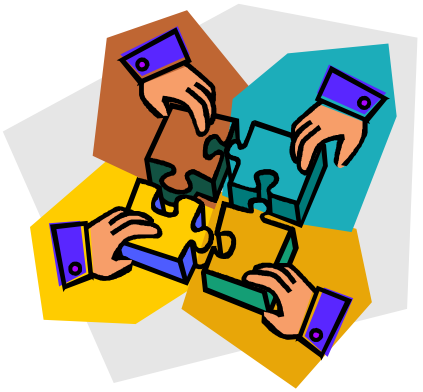
Customer Service



Task 4.2, Ensure Extraordinary Customer Service

- Alerts you to the “grim” realities of less than extraordinary customer service
- Create a “customer-focused” organization
- Avoid the list of “Bad First Impressions”
- Customer Service Survey
  - Focus on the “Core” of your Program, business or office
  - Self-scoring
  - Helps you prioritize what to work on first, second, and so on…

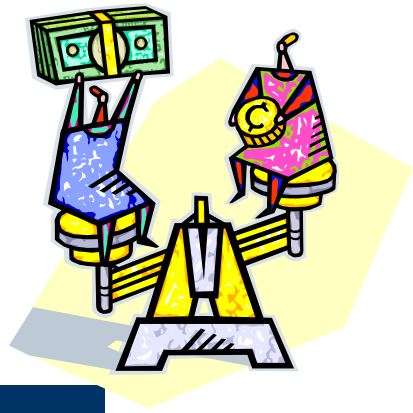
Improving Job Performance



Task 4.3, Solve Performance Problems

- Get to the real cause of performance problems
  - Use a systematic and objective process
  - Avoid taking the wrong corrective action
- The Four Domains of Performance
  - Environment
  - Incentive, Motivation and Accountability
  - Skill and Knowledge
  - Choice and Talent

NAF Budgeting



Task 5.1, Prepare NAF Budget Projections

- Using AIMS to input budget numbers and “Text” key
- Checklists to fine-tune changes from Current Year
  - Resale and Program Revenue
  - Cost of Goods Sold
  - Labor
  - Other Expenses
- Sample Budget Guidance Memo and Program-level Narrative

AIMS Reports

Task 5.4, Analyze Financial Statements

- Importance of regular financial analysis
- Using “Your AIMS Plan & Financials” (enclosure)
  - AIMS definitions and terms
  - Chart of Accounts
  - Cost Center Hierarchy
- Using the AIMS Budget Performance Activity (BPA) Report (New)
  - Like a traditional P&L statement
  - Displays Actual vs. Plan (budget data)
  - Presents Variance and Variance %
  - Provides Current and Prior Year data for the month and year
  - Makes financial analysis as easy as ever!

Fee & Price Structures

Task 5.5, Evaluate Current Fees, Prices and Charges

- Introduces 4 methods of pricing
  - Cost of Goods method
    - used in F&B
  - Mark-up method
    - used in resale
  - Assess Competition method
    - used in bowling, golf, marinas, etc.
  - Cost Plus method
    - used in ITT, Liberty, special events, etc.
- Strategy for “selling” the new fee/charge

New Employee Indoc

Task 6.4, Indoctrinate New Staff Members

- Helps get new staff “up to speed” sooner
- Produces quality work more consistently
- Indoctrination Subjects/Activities
- Indoctrination Checklist (sample form)

Individual Development Plans (IDP)

Task 6.5, Train/Develop Staff

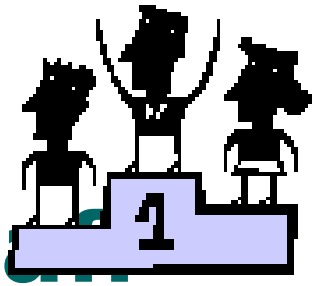
- Linked with the performance appraisal process
- An “action plan” for the rating period
- Identifies staff development opportunities from the Three-Tier Training menu
- Sample IDP form
- “What Training Can and Cannot Do!” (enclosure)

NAF Performance Rating

Task 6.9, Conduct Performance Ratings/Reviews

- Methods set the right “tone” and “environment”
- Outlines supervisor responsibilities
- Encourages employee input in the process
- Easy to follow instructions for explanation and completion
- Sample performance rating form

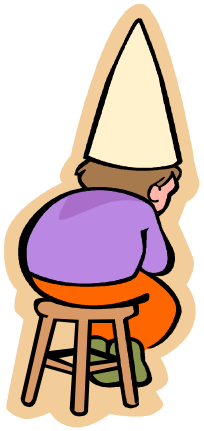
Reward and Motivate Staff



Task 6.10, Reward, Incentivize and Motivate Staff

- Developing a Program-level SOP
- Recognizing your staff…How? When? With what?
- Get your staff involved in the planning
- It’s not always about $$

Staff Discipline



Task 6.14, Discipline Staff

- Distinguishes between problems of “performance” and “conduct”
- Conduct a counseling session
  - Counseling Documentation Form (sample)
- Presents levels of disciplinary action
- Letter of Caution (sample)
- Letter of Reprimand (sample)

New Manager Turn-Over

Task 8.1, Accomplish New Manager Turn-Over Activities

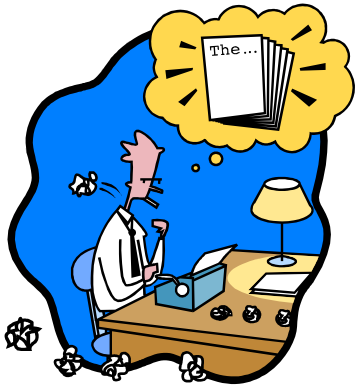
- Get “up and running” quickly – for yourself or a new staff member
  - Access & Authority
  - Personnel issues
  - Personal needs and arrangements
  - Your department and program organization
  - SOPs
- Organizational climate, culture and history
- Networking – a “Who’s Who?” in the organization

Inspecting FF&E

Task 8.3, Inspect Facility/FF&E

- Recommends frequency of inspections
- Ensures staff is aware of responsibilities
- Inspection & Maintenance Checklists (forms)
  - Food/Beverage
  - Buildings and Grounds
  - Health and Safety
  - Opening/Closing
  - Vehicles
  - Routine cleaning
  - And many more!

Correspondence



Task 9.2, Prepare Correspondence

- Important for management success
- "How To" of different types of correspondence
  - Naval Messages
  - Memoranda
  - Business letters
  - Standard letters
  - Point papers
- Navy Writing Guidelines (enclosure)
- Correspondence Directions & Examples (enclosure)

Advertise & Promote

Task 10.8, Advertise & Promote Effectively

- “Selling” the values and benefits
- Zero-in on the customer outcomes
- Know your target audience
- Communication methods
  - Print media
  - Electronic media
  - Direct mail
  - Broadcast media
  - Presentations and briefs
  - Signage
  - Promotional items

Controlling F&B Costs

Task 12.4, Control Food Costs and Task 12.6, Control Beverage

- Food & Beverage Cost Control Checklists
- Variance Report
- Possible causes of high Cost of Goods Sold (COGS)
- Ways to maintain efficient production flow

Glossary

- Acronyms and Abbreviations
- Definitions

Summary

Is that all…?

- Far from it! As shown in the beginning of this presentation, the four-volume, MWR Managers' desk reference set provides step-by-step procedures for 92 Tasks organized into 12 major duties
- Also included are numerous forms, checklists, and helpful information enclosures
- Nearly every aspect of Navy MWR operations are covered in the desk references – happy hunting!

That’s all for now…

Know it . . . use it. It really works!

Suggestions and requests to:

Commander, Navy Installations Command (CNIC)
F&FR Training Branch, N947
Millington, TN 38055-6540

Com: (901) 874-6727 DSN: 882-6727
helen.turner1@navy.mil